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KORN/FERRY INTERNATIONAL

A Korn/Ferry International
Study of
THE REPATRIATION OF
THE AMERICAN
INTERNATIONAL EXECUTIVE
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INTRODUCTION

Despite the key role of U.S. companies in the post-World War II growth of international business, little study has been made of the impact of this trend on American executives who have filled overseas posts.

Is the international experience satisfying—or frustrating? Does it prepare the executive for more important roles—or interrupt career growth? Can companies look forward to welcoming back happy, motivated people—or malcontents?

Korn/Ferry International believes these are compelling questions, not only for firms that already assign people abroad but also for those contemplating it and for those, like ourselves, in the business of helping others find executive talent to fill positions around the world.

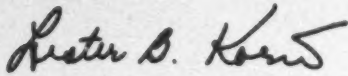
To answer these and related questions, Korn/Ferry International, in mid-1981, polled over 100 executives who had returned within the past two years from overseas assignments. The questions they answered covered five broad lines of inquiry: What were the preparations for their foreign postings? What was the nature of their experience overseas? What were the preparations for their homecoming? What was their re-entry experience? And, how do they evaluate their international experience?

At the same time, the employers of these executives were asked to complete a parallel questionnaire so that perceptions of overseas experience by employees and employers might be compared. Subsequent to compiling the results of the poll, 10 percent of the respondents were contacted in person to develop in-depth interpretations of the key findings.

The following pages contain an overview of the results, individual summaries of the key findings and charts of the data. The charts give the total responses of the polled executives, a geographical breakdown comparing the responses of those who had been stationed in Europe with the responses of those who had been stationed elsewhere (including Middle East/Africa, Central & South America, and Far East & Pacific), and a functional breakdown comparing responses from people in general management positions, staff management positions (financial, technical and marketing) and trainee positions. Most also provide total responses from employers.

The geographical breakdown between Europe and a combination of other locations, rather than a listing of each individual location, was determined by the number of respondents with experience in any single area other than Europe. This number was not large enough to justify comparison with the number having worked in Europe (approximately half the total). Besides being more statistically valid, this breakdown has the benefit of comparing responses from executives based in the area in which American companies have had the longest and most intensive contact with those of executives based in areas in which the inroads of American business are relatively less developed (the Middle East/Africa and Central/So. America).

We hope that the results of this poll will prove interesting and useful to both American international executives and to the corporations that send these executives on foreign assignments. Corporations should find the poll helpful in comparing and evaluating their own repatriation programs and the experiences of their executives. We also hope it will stimulate further study of this important aspect of international business.



Lester B. Korn



Richard M. Ferry

KORN/FERRY OVERVIEW

A majority of the surveyed executives viewed their international experience as a valuable career advantage. But this assessment appears to represent the long-range perspective; in more immediate terms, the responses of the executives polled suggest that they believe their overseas assignments were inadequately administered by their employers and resulted in loss of advancement vis-a-vis their peers. Although evaluation of the impact of these attitudes on long-term career satisfaction was beyond the scope of the survey, companies might do well to examine their practices to make sure they are appropriately consistent with the international executives' career development/retention goals.

The following are some of the more significant survey findings: Preparations for sending executives overseas and for their re-entry to U.S. positions were less than comprehensive. Integration of overseas assignments into long-range career plans was notably lacking, and relatively large numbers of executives do not have the advantage of introductory trips to ease their acclimation to new posts. Companies seemed particularly insensitive to the need for re-orientation when returning to the U.S. (See tables 1, 6 and 7).

International assignments did not appear to be highly advantageous in terms of compensation, and differing perceptions of perks tended to aggravate this issue. Nearly half the respondents said their compensation abroad was lower than it had been in the U.S. While liberal perks and tax advantages may have served in lieu of raises when going overseas, their removal upon homecoming does not seem to have been adequately accounted for by salary adjustments (See tables 2, 8 and 9).

Difficulties in adjusting to foreign business practices and social environments did not appear to be especially severe. On the business front, differing personnel and labor philosophies were cited as presenting the greatest assimilation difficulties, with cultural differences and language rating as the hardest of the social adjustments. Employers generally thought their executives had greater adjustment problems than did the executives themselves (See tables 3, 4 and 5).

International assignments were not sure stepping stones to advancement upon repatriation. Fewer than half of the respondents reported a promotion upon their return to the U.S. However, several of the executives interviewed said they received promotions prior to going abroad. They felt that the rate of promotions before going overseas is accelerated, particularly for executives sent to such areas as the Far East where a vice presidential title may be a prerequisite for a position of authority. In such cases, promotions would not be forthcoming when the executives returned to the U.S. More than two-thirds also stated they suffered from the "out of sight, out of mind" syndrome during their tours abroad (See tables 10 and 15).

Career and social re-entry problems were widespread. Nearly half the repatriated executives did not find their positions upon re-entry as satisfying as the ones they held overseas, with high percentages saying they missed decision-making autonomy, responsibility, authority and status. More than half said they experienced social re-entry difficulties (See tables 11 and 12).

Fewer than half the repatriated executives surveyed said they would accept the same post again, and well over half supported the speculation that general knowledge of re-entry problems within their companies discouraged others from accepting overseas assignments. On the other hand, nearly three-quarters would view a different international posting favorably—perhaps indicating that while things might have been better the first time around, they were good enough to make a return engagement attractive (See tables 13 and 14).

The responses of surveyed employers often differed from those of repatriated executives. In some instances this may be attributable to a disparity in information reported; the responses of employers reflected the current practices of their companies, while the executives recounted their own experiences at the time they were overseas. There may well have been changes of corporate policy in the interim. However, in other cases, there may be important perceptual gaps that employers might profitably attempt to close (See tables 1, 2, and 6).

There were some important differences of response according to the location of international assignment and the position held. Adjustment problems, both before going abroad and upon return, seem more widespread for those assigned to places other than Europe, despite generally better perks and re-entry compensation/promotion. Similarly, general managers experienced greater adjustment difficulties on many counts, notwithstanding the fact that they usually received preferential treatment from their companies (See tables 3, 8, 9, 11 and 12).

SUMMARY OF FINDINGS

Preparations for Overseas Assignment (Table 1)

A small number of the polled executives (11 percent) reported that their overseas assignments had been part of long-range management development plans worked out for them by their employers. Those assigned to places other than Europe fared somewhat better in this respect, as did those holding general management positions. A higher but still relatively low proportion of employers (26 percent) said that such plans are prevalent.

Other elements of preparation for overseas assignments were more widely used than long-range management development plans. Introductory trips to the new job location, for example, were made by 61 percent of the respondents, 70 percent had introductions to their new staffs, and 78 percent received clear definitions of their new positions.

Time and expense seemed to be a factor in the use of introductory trips and staff introductions. Those assigned to Europe reported a much greater incidence of such preparations than those posted to places farther away from the U.S. People in general management positions also received the benefit of such preparations more frequently than did those in subordinate positions.

Interestingly, employers reported significantly greater use of all forms of preparation.

Compensation and Perks Overseas (Table 2)

A surprisingly small majority of the polled executives reported better compensation abroad than they had enjoyed in the U.S. (For actual salary ranges, see Table 8). Geographical variations were small, but the breakdown by job function shows a substantial difference between general management, with only 48 percent indicating better compensation overseas, and trainees, with 67 percent.

In a list of nine perquisites, "housing allowance" clearly was the most popular, with over 90 percent of the respondents saying they had received it. Also widespread were "cost-of-living allowance," "tax equalization," and "schooling for children." No other perk was received by a majority of the executives stationed abroad. The least available perk by far, received by only 6 percent, was home leave.

Variations in perks between Europe and other locations were slight or non-existent. However, "cars" and "club memberships" were more common in places other than Europe.

Executives in general management positions were far more likely to receive what might be called the "soft" perks—"car," "club," "schooling," "home leave." But when it came to the "hard" perks—"housing allowance," "tax equalization," "cost-of-living allowance," "area differential" and "currency adjustment"—the staff management and trainee levels were apt to do as well or better. The presence of fairly large numbers of financial officers in the staff management category may have an effect on this finding.

For every perk except "car," the responding employers reported more widespread availability than did their employees.

Difficulties Doing Business Abroad (Table 3)

The repatriated executives were asked to comment on 14 potential areas of difficulty in learning and being trained to do business abroad. They ranked each area as "very difficult," "somewhat difficult," or "not too difficult." Table 3 combines the "very difficult" and "somewhat difficult" responses.

"Personnel and labor philosophies" was clearly the area of greatest difficulty according to 73 percent of the respondents. Far behind in second place were language, currency fluctuations, and quality control. A majority of respondents judged all other areas as "not too difficult."

The largest region-to-region variations showed up in "obtaining new materials" (much less difficult in Europe than in other locations), "currency fluctuations" (considerably more difficult in Europe, probably due to the multiplicity of currencies in a relatively small and interdependent area), and "accounting/financial controls" (significantly more difficult outside of Europe).

Staff management—financial, technical, and marketing officers—seems to have the least difficulty coping with the foreign assignments. This may be due to their younger age and greater flexibility, but could also reflect the fact that the business environment and problems they deal with are more limited and defined than those faced by general management.

Surprisingly, employers consistently ranked their employees' overseas difficulties more severely than did the employees themselves.

Satisfaction with Conduct of Business Abroad (Table 4)

Despite some difficulties learning to do business abroad, a large majority of the polled executives said they were "very satisfied" or "fairly satisfied" with the way business is conducted overseas (84 percent).

Executives returning from places other than Europe seemed somewhat more polarized on this question, with larger percentages in the "very satisfied" (36 percent) or "not too satisfied" (23 percent) columns; well more than half of the repatriates from Europe fell into the "fairly satisfied" middle ground (64 percent). Employers also judged that large numbers of their executives abroad fall into the "fairly satisfied" category (73 percent).

Because few employees said they were "not too satisfied" with the way business is conducted abroad, the number citing any specific reason for dissatisfaction is too low to be meaningful. Of more interest are the figures reflecting complaints heard by employers: Foreign business practices were cited by nearly one in three, family unhappiness by more than one in four, and foreign government intervention by almost one in four.

Spouse Adjustment to Overseas Assignments (Table 5)

Nearly two-thirds (64 percent) of responding executives said that their spouses adjusted "very well" to the overseas environment. Another 23 percent said they adjusted "well," and only one percent called the adjustment "poor." There were no significant fluctuations by geography or job function. Employers, however, rated spouse adjustment somewhat less favorably than did their employees.

Despite the generally favorable experience with spouse adjustment, there were difficulties in 60 percent of the cases. The percentage tended to be higher in areas other than Europe and among the spouses of those holding relatively less senior positions.

The leading difficulty, cited by 60 percent of the respondents, was cultural differences, followed by language at 44 percent. Other difficulties—family disruption, climate, socialization, and medical facilities—all received less than 10 percent mention.

Variations by geography were not significant, but some sizeable differences were apparent in the breakdown by job function. The spouses of those in general management positions seemed to have the greatest difficulties with cultural differences and language, but very few problems with anything else. Age and flexibility may be prime factors in this finding.

Business Preparations for Coming Home (Table 6)

American business apparently believes that preparations for coming home are far less necessary than those for going abroad. Only 16 percent of the repatriated executives said that homecoming business preparations were as detailed as those they received for the outgoing legs of their assignments.

Specifically, only 29 percent made investigative trips to their U.S. job sites (vs. 61 percent when they were sent abroad); only 34 percent had introductions to their new U.S. staffs (vs. 70 percent); and, only 51 percent received clear definitions of their new job responsibilities (vs. 78 percent).

Those returning from Europe fared better on all counts than those returning from other areas, but variations according to position were not significant.

In all cases, employers reported substantially higher incidence of homecoming preparation, an indicator of changing practices in this area.

Social Preparations for Coming Home (Table 7)

Respondents were asked if their companies provided any special programs for easing the social re-entry of themselves and their families.

An extremely low three percent, all of whom had been repatriated from Europe, said "yes." General management people and trainees benefited most from such programs (8 percent).

Nearly three-fourths of the polled executives said that improvements in social re-entry programs are needed, but only half the employers agreed.

Compensation on Return from Abroad (Table 8)

Compensation generally declined upon repatriation for the surveyed executives. For example, 13 percent grossed more than \$90,000 in their last year abroad, but only seven percent fell into that category upon their return. Compensation upon return also decreased for those employees who grossed \$40,000-\$89,000 per year, with 75 percent of the employees falling into that category while abroad and only 72 percent in the same range upon repatriation. The only increase in compensation was for those in the under \$40,000 per year compensation category.

Interviews with repatriated executives and their employers indicate that "perks" tend to cloud the compensation issue. They are often mentally comingled with base salary and bonus in an overall compensation package. To the extent that they may thus inhibit increases in salary and bonus, their removal upon repatriation represents a perceived loss of compensation to affected executives. (Several repatriated executives indicated that they found themselves \$5,000-\$10,000 behind their peers once they returned.) It may be to the psychological benefit of all involved for perks, or incentive or equalization plans, to be strictly segregated from salary and bonus. One company, for example, indicated that it uses a balance sheet approach when calculating compensation, clearly separating perks from base salary, thus continually trying to keep overseas base salaries in line with U.S. base salaries. When the perks are so separated, the perceived loss of income upon repatriation is minimized.

The geographical breakdown indicates that executives returning from areas other than Europe experienced greater salary fluctuations than did those from Europe. However, in the broadest compensation category, \$40,000-\$89,000, a decrease of 7 percent was noted. The chart does not indicate fluctuations by job levels, for the survey revealed insignificant or no changes.

Perks Retained Upon Return to U.S. (Table 9)

Most perks enjoyed by the surveyed executives abroad were lost upon repatriation. Some, such as "area differentials" and "currency adjustments," simply did not apply any longer and thus were not retained by any of the respondents. Others, however, were continued or stopped at company discretion.

The most commonly retained perk was a car, according to 24 percent of the executives surveyed. Fifteen percent of the executives retained their club memberships. Twelve percent reported they continued to get tax equalization after repatriation (meaning protection against double taxation by two countries in the year of their return). "Housing allowances" and "cost-of-living allowances" were retained by only six percent, and none kept "schooling for children."

There was very little variation by geography except in the area of tax equalization; nearly a quarter of those returning from Europe retained this benefit as compared to none returning from other locations.

As with perks enjoyed abroad, general management executives showed a greater tendency to retain the "soft" perks (e.g., car, club) upon repatriation, while people at other levels did as well at keeping the "hard" perks (e.g., housing and cost-of-living allowances).

Promotion Upon Return to U.S. (Table 10)

Fewer than half of the expatriates in the poll reported a promotion upon their return. Employers generally corroborated this finding, with 70 percent saying that half or fewer of their returning employees get immediate promotions.

This could indicate that an overseas assignment is not an ideal stepping stone to advancement. Indeed, some respondents indicated that promotions they felt they deserved were not available when they returned, that an opportunity had been missed by being away. This finding may be linked to the high percentage of executives who felt the "out of sight, out of mind" syndrome to be in operation (see table 15).

One executive said that he was neither surprised nor disheartened by this finding, since he did not feel that immediate promotion upon return to the U.S. was to be expected. He pointed out that many executives receive promotions while they are overseas, which would not have taken place had they remained in the U.S. For example, in certain parts of the world, such as the Far East, an executive needs to carry a vice-presidential title in order to have any authority within the business community. Since many executives receive promotions when they assume overseas positions they should not expect to receive further promotions upon return.

Assignment to areas other than Europe seems to offer better potential for promotion upon repatriation. While only 41 percent of executives returning from Europe reported a promotion, 54 percent of those returning from other locations received promotions.

General management executives reported a marginally better promotion rate than did staff managers. Trainees had a very low promotion rate.

Business Re-Entry Problems (Table 11)

Nearly half of the repatriated executives polled said they did not find their jobs in the U.S. as satisfying as the ones they had held overseas. Variations by place of international assignment and job function were not significant and employer responses did not vary much from those of the executives.

Decision-making autonomy was the most-missed element in re-entry jobs, mentioned by 93 percent of the respondents. "Responsibility" was the second most-missed element, receiving an 80 percent rating, followed by "authority" with 73 percent and "status" with 68 percent. "Remuneration" was far behind all of these, being cited by only 33 percent of the respondents.

There were some interesting variations by location. Those returning from places other than Europe reported missing all the surveyed elements of their overseas posts more than did repatriates from Europe, especially "status" and "responsibility."

Similarly, staff management and trainee personnel missed all elements more than did general management people. This correlates well with the lower promotion rate for these categories.

Employer responses paralleled those of the repatriated executives.

Social Re-Entry Problems (Table 12)

Over half the respondents reported they had social re-entry difficulties, and nearly the same percentage of their employers concurred. Such problems seemed far more prevalent among those returning from places other than Europe (62 percent vs. 42 percent) but there was no significant variation according to function.

"Change in style of living" was the most-often-cited difficulty (65 percent) followed by a "changed U.S. environment" (50 percent) and "adjusting to a new community" (43 percent). Housing costs were not mentioned frequently, but most of the respondents returned to the U.S. before the current period of record-high mortgage interest rates. Cost of living also received few mentions.

Those returning from Europe seem to have had considerably less difficulty with the change in living style than those returning from elsewhere. However, they did demonstrate more difficulty adjusting to their new communities.

General management executives apparently had more difficulty adjusting to social changes experienced during re-entry than to financial rigors, while people at lower levels reported just the opposite experience.

Impact on Future International Assignments (Table 13)

Somewhat fewer than half (41 percent) of the surveyed repatriates would accept the same position again. However, nearly three-quarters (73 percent) would view a different overseas assignment favorably. This seems to indicate that while difficulties were encountered overseas, the overall experience was positive enough to make another overseas assignment attractive.

Oddly, those stationed outside of Europe were considerably less likely to take the same assignment again, but somewhat more likely to accept another overseas post. Similarly, those in general management positions would not take the same assignment again by a margin of almost 2-1, but a large 83 percent would take another post abroad.

Employers felt somewhat less optimistic than did their employees about getting repatriated executives to take another international assignment (62 percent vs. 73 percent).

Significance of Re-Entry Problems on Discouraging Others (Table 14)

Well over half (57 percent) of the polled executives thought that knowledge of re-entry problems was a factor in discouraging others from accepting overseas assignments. Employers, on the other hand, indicated 4-1 that it was not a factor.

Executives returning from places other than Europe, who tended to have more re-entry difficulties, understandably thought these difficulties were discouraging to others. Among job categories, functional management felt most strongly about the discouraging impact of re-entry problems.

Out of Sight, Out of Mind? (Table 15)

More than two-thirds (69 percent) of the surveyed repatriates said they felt the "out of sight, out of mind" concept applied to them during their overseas assignment. Neither place nor job function altered their perception appreciably. Employers generally concurred.

Overseas Assignments a Valuable Opportunity? (Table 16)

To the question of whether or not an overseas assignment is a valuable career opportunity, the overwhelming response was "yes." More than 90 percent of the surveyed repatriates answered positively, regardless of where they had been stationed or what their job was.

Employers, who were asked to answer the question from the standpoints of both short-term and long-term career value, agreed with their employees' assessment for the long term but rated overseas experience of slightly less value in the short term.

TABLE 1—PREPARATIONS FOR OVERSEAS ASSIGNMENTS

Employees						
(Percentages)	Total	Europe	Other Areas	General Management	Functional Management	Trainees
Long-range Management Development Plans . . .	11	8	15	15	6	7
Introductory Trips	61	70	49	68	61	47
Introductions to Staff	70	76	63	74	71	62
Clear Definition of Job	78	74	82	78	75	87
Clear Definition of Length of Stay	44	47	39	33	50	57

Employers

	Total (Percentage)
Long-range Management Development Plans	26
Introductory Trips	81
Introductions to Staff	83
Clear Definition of Job	95
Clear Definition of Length of Stay	71

TABLE 2—COMPENSATION AND PERKS OVERSEAS

Employees						
(Percentages)	Total	Europe	Other Areas	General Management	Functional Management	Trainees
COMPENSATION						
Better	52	53	51	48	55	67
PERKS						
Housing Allowance	91	92	90	90	94	87
Cost-of-Living Allowance	90	92	87	85	91	100
Tax Equalization	89	88	90	88	88	93
Schooling for Children	79	78	79	83	67	93
Car	49	42	59	53	48	40
Currency Adjustment	44	50	36	40	45	60
Club	36	16	59	43	30	20
Area Differential	36	36	36	33	36	47
Home Leave	6	2	10	10	0	7

TABLE 2—COMPENSATION AND PERKS OVERSEAS (continued)

	Employers	
	Total (Percentage)	
COMPENSATION		
Better		—
PERKS		
Housing Allowance		97
Cost-of-Living Allowance		98
Tax Equalization		97
Schooling for Children		96
Car		47
Currency Adjustment		62
Club		54
Area Differential		53
Home Leave		14

TABLE 3—DIFFICULTIES DOING BUSINESS ABROAD

(Percentages)	Employees					
	Total	Europe	Other Areas	General Management	Functional Management	Trainees
Adjustment to Production Levels						
Very/somewhat difficult	43	46	41	45	39	47
Foreign Work Attitudes						
Very/somewhat difficult	50	52	49	50	48	53
Raising Money						
Very/somewhat difficult	30	30	31	38	25	18
Currency Fluctuations						
Very/somewhat difficult	51	56	42	53	56	36
Obtaining Raw Materials						
Very/somewhat difficult	32	19	42	32	33	33
Quality Control						
Very/somewhat difficult	51	50	54	56	44	55
Accounting and Financial Controls						
Very/somewhat difficult	49	44	57	56	44	45
Marketing Conditions						
Very/somewhat difficult	47	18	45	51	47	36
Personnel and Labor Philosophies						
Very/somewhat difficult	73	75	69	77	67	79
Meeting Delivery Dates						
Very/somewhat difficult	46	43	50	46	48	38
Language						
Very/somewhat difficult	51	47	55	55	45	60
Political Climate						
Very/somewhat difficult	38	35	41	46	25	47
Mentality of People						
Very/somewhat difficult	49	51	49	51	39	73
Family Adjustment						
Very/somewhat difficult	45	41	49	50	38	47

TABLE 3—DIFFICULTIES DOING BUSINESS ABROAD (continued)

Employers		Total (Percentage)
Adjustment to		
Production Levels		
Very/somewhat difficult		53
Foreign Work Attitudes		
Very/somewhat difficult		70
Raising Money		
Very/somewhat difficult		39
Currency Fluctuations		
Very/somewhat difficult		66
Obtaining Raw Materials		
Very/somewhat difficult		42
Quality Control		
Very/somewhat difficult		44
Accounting and Financial Controls		
Very/somewhat difficult		50
Marketing Conditions		
Very/somewhat difficult		69
Personnel and Labor Philosophies		
Very/somewhat difficult		86
Meeting Delivery Dates		
Very/somewhat difficult		51
Language		
Very/somewhat difficult		80
Political Climate		
Very/somewhat difficult		60
Mentality of People		
Very/somewhat difficult		71
Family Adjustment		
Very/somewhat difficult		74

TABLE 4—SATISFACTION WITH CONDUCT OF BUSINESS ABROAD

Employees						
(Percentages)	Total	Europe	Other Areas	General Management	Functional Management	Trainees
Very Satisfied	30	26	36	32	30	27
Fairly Satisfied	54	64	41	55	55	53
Not too Satisfied	16	10	23	13	15	20
	100	100	100	100	100	100

Employers		Total (Percentage)
Very Satisfied		17
Fairly Satisfied		73
Not too Satisfied		10
		100

TABLE 5—SPOUSE ADJUSTMENT TO OVERSEAS ASSIGNMENT

Employees						
(Percentages)	Total	Europe	Other Areas	General Management	Functional Management	Trainees
DEGREE OF ADJUSTMENT						
Very Well	64	67	62	70	63	53
Well	23	22	22	16	30	20
Fair	12	9	16	11	7	27
Poor	1	2	0	3	0	0
DIFFICULTIES						
Yes	60	51	69	51	64	73
No	40	49	31	49	36	27
NATURE OF DIFFICULTIES						
Language	44	43	46	53	33	40
Cultural Differences	60	65	54	68	56	50
Family Disruption	6	9	4	0	11	10
Climate	6	4	4	5	11	0
Socialization	4	4	4	0	11	0
Medical Facilities	6	0	13	0	11	10

TABLE 6—BUSINESS PREPARATIONS FOR COMING HOME

Employees						
(Percentages)	Total	Europe	Other Areas	General Management	Functional Management	Trainees
More Detailed than before Overseas	16	13	18	13	21	13
Investigative Trips	29	40	13	30	31	20
Introduction to Staff	34	44	22	33	39	20
Clear Definition of Job	51	60	37	46	52	60

Employers

	Total (Percentage)
More Detailed than before Overseas	N.A.
Investigative Trips	44
Introduction to Staff	45
Clear Definition of Job	84

TABLE 7—SOCIAL PREPARATIONS FOR COMING HOME

Employees						
(Percentages)	Total	Europe	Other Areas	General Management	Functional Management	Trainees
Have Special Programs . .	3	6	0	5	0	7
Improvements Needed . .	74	67	84	68	74	93

Employers

	Total (Percentage)
Have Special Programs	8
Improvements Needed	51

TABLE 8—COMPENSATION ABROAD VS. COMPENSATION ON RETURN TO U.S.

(Percentages)	Total		Europe		Other Locations	
	Last comp. Abroad	Comp. on Return	Last comp. Abroad	Comp. on Return	Last comp. Abroad	Comp. on Return
Under \$40,000	12	21	8	19	17	24
\$40,000–89,000	75	72	69	69	83	76
\$90,000 and over	13	7	23	12	—	—
	100	100	100	100	100	100

TABLE 9—PERKS RETAINED UPON RETURN TO U.S.

Employees						
(Percentages)	Total	Europe	Other Areas	General Management	Functional Management	Trainees
Housing Allowance	6	6	6	8	8	0
Car	24	24	25	25	17	29
Schooling for Children . .	0	0	0	0	0	0
Tax Equalization	12	24	0	8	8	29
Club	15	18	13	33	8	0
Cost-of-Living Allowance	6	6	6	0	8	0

LIST FOR COMPARISON—PERKS IN EUROPE (EXCERPT FROM TABLE 2)

	Europe (Employees)
Housing Allowance	92
Car	42
Schooling for Children	78
Tax Equalization	88
Club	16
Cost-of-Living Allowance	92

TABLE 10—PROMOTION UPON RETURN

(Percentages)	Total	Europe	Other Areas	General Management	Functional Management	Trainees
Yes	47	41	54	55	50	20
No	53	59	46	45	50	80
	100	100	100	100	100	100

TABLE 11—BUSINESS RE-ENTRY PROBLEMS

Employees						
(Percentages)	Total	Europe	Other Areas	General Management	Functional Management	Trainees
JOB SATISFACTION						
As Satisfying	53	58	47	55	55	43
Not as Satisfying	47	42	53	45	45	57
IF NOT AS SATISFYING AREAS OF DISSATISFACTION ARE:						
Status	68	55	84	53	64	100
Responsibility	80	65	95	76	79	88
Remuneration	33	25	42	24	36	50
Authority	73	70	74	82	57	75
Decision-making						
Autonomy	93	90	95	88	93	100

Employers

	Total (Percentage)
JOB SATISFACTION	
As Satisfying	47
Not as Satisfying	53
IF NOT AS SATISFYING AREAS OF DISSATISFACTION ARE:	
Status	73
Responsibility	65
Remuneration	27
Authority	69
Decision-making	
Autonomy	90

TABLE 12—SOCIAL RE-ENTRY PROBLEMS

(Percentages)	Employees				
	Europe	Other Areas	General Management	Functional Management	Trainees
DIFFICULTIES?					
Yes	43	62	48	56	53
No	57	38	52	44	47
TYPE OF DIFFICULTY					
Change in Living Style	52	79	63	56	88
Adjusting to New Community	48	38	53	39	25
Change in U.S. Environment	48	50	53	50	38
Housing Costs	19	13	11	22	13
Cost of Living	5	13	0	17	13

TABLE 13—IMPACT ON FUTURE INTERNATIONAL ASSIGNMENTS

(Percentages)	Employees					
	Total	Europe	Other Areas	General Management	Functional Management	Trainees
Accept Same Again?						
Yes	41	48	33	38	42	53
No	59	52	67	62	58	47
	100	100	100	100	100	100
Go Overseas Again?						
Yes	73	68	79	83	70	53
No	27	32	21	17	30	47
	100	100	100	100	100	100

TABLE 14—SIGNIFICANCE OF RE-ENTRY PROBLEMS ON DISCOURAGING OTHERS

(Percentages)	Employees					
	Total	Europe	Other Areas	General Management	Functional Management	Trainees
Significant?						
Yes	57	49	66	53	68	50
No	43	51	34	47	32	50
	100	100	100	100	100	100

Employers		Total (Percentage)
Significant?		
Yes		20
No		80
		100

TABLE 15—PREVALENCE OF "OUT OF SIGHT, OUT OF MIND"

Employees						
(Percentages)	Total	Europe	Other Areas	General Management	Functional Management	Trainees
Very prevalent.	11	14	8	10	12	7
Somewhat prevalent	58	58	56	55	61	67
Not at all prevalent	31	28	36	35	27	26

Employers		Total (Percentage)
Very prevalent.		14
Somewhat prevalent		61
Not at all prevalent		25

TABLE 16—EMPLOYEES' PERCEPTION OF OVERSEAS ASSIGNMENT AS A VALUABLE OPPORTUNITY

Employees						
(Percentages)	Total	Europe	Other Areas	General Management	Functional Management	Trainees
Yes	93	92	95	95	91	93
No	7	8	5	5	9	7

Employers		
(Percentages)	Long-range	Short-range
Yes	97	84
No	3	16

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